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DDA 88-1872

6 September 1988

## DA ISSUES FOR THE TRANSITION

1. Attracting and retaining a high quality workforce. Competition from private industry and changing ethical attitudes require innovative solutions, like tuition assistance, to hire the employees we need. To maximize our sizable investment in our employees, we continually survey private industry and other Government organizations to keep track of benefit options and to devise cost-effective programs for our employees. The Hill's criticism of our insurance subsidy has forced difficult decisions on maintaining a program in the face of dramatically rising costs that protects the identities of covert officers and provides coverage required by intelligence work. The National Association of Public Administration (NAPA) study now in progress will help us assess our personnel management and compensation programs.

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3. Training our workforce to meet changing needs. We need to train more officers more effectively in the languages of the areas for which they are responsible. The pace of technology is changing the way we work and requires employees to learn enough about ADP to do their jobs quickly and sometimes outside the classroom. To maximize our investment in our employees, we must be prepared to retrain those whose jobs skills are outdated or who should be shifted to meet new challenges.

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5. Providing adequate space and facilities for our employees. The growth in our permanent and contract work force as well as the volume of requirements we service has outstripped our workspace. We are continuing our dialogue with the Hill to document our need for more space and are developing a space plan for the Year 2000 that will help us consolidate our operations as much as possible

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6. Maintaining flexibility and accountability in financial mechanisms. Our financial and procurement processes are responsive and protected, but at the same time are subject to careful certification and control. Congress is concerned that we allocate enough resources to reduce the backlog of contract audits and improve the financial administration of proprieties.

7. Protecting our facilities, personnel, and information from hostile intelligence services. Despite the major physical, personnel, and technical safeguards we have instituted over the past few years, hostile services are becoming more sophisticated and even more determined in their efforts against us. We continue to look for new methodologies and new technologies to keep us a step ahead of the opposition.

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